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# Choosing the Future

Appendix



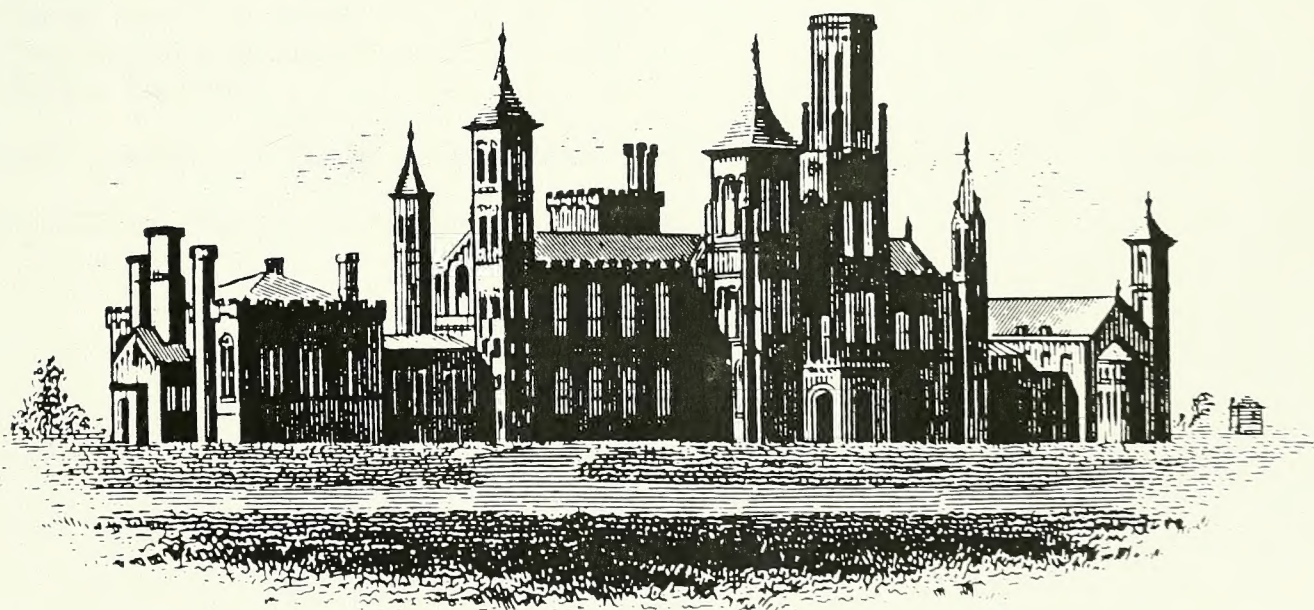
**Smithsonian Institution**  
Five-Year Prospectus ♦ Fiscal Years 1992 - 1996





# Choosing the Future

Appendix



**Smithsonian Institution**  
Five-Year Prospectus ♦ Fiscal Years 1992 – 1996





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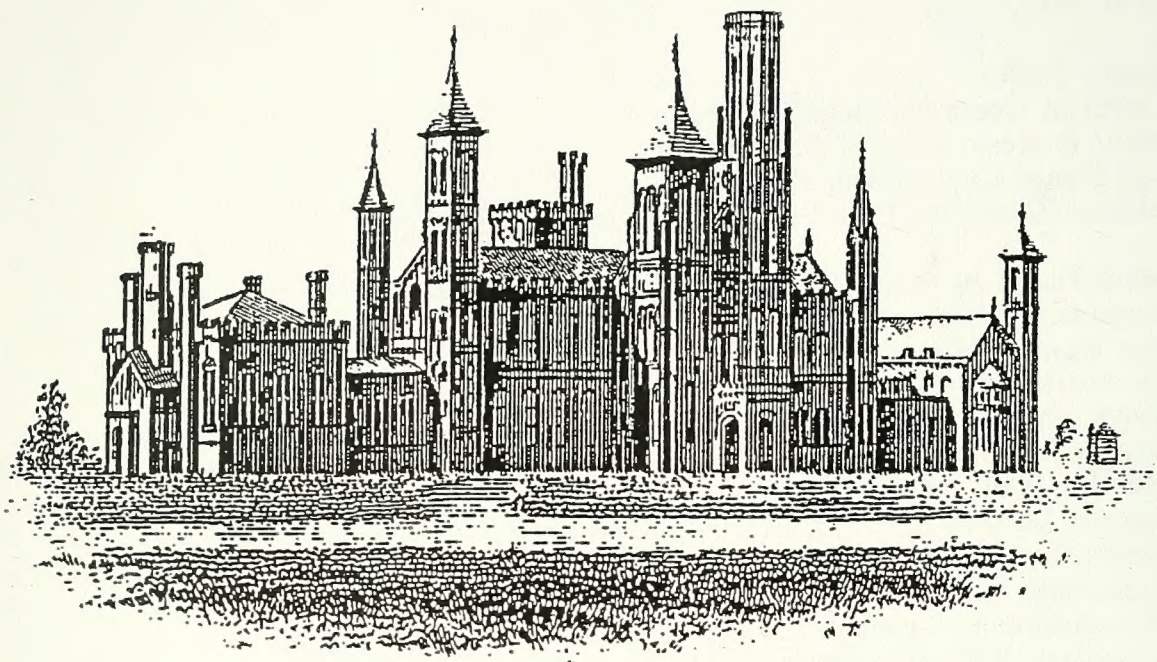
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## Introduction

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The Prospectus presents the Institution's mission, immediate and future goals, and corresponding resource requirements. This Prospectus: Appendix supplements the Institution's Prospectus and provides, by major organization and functional groups, detailed:

- mission and program emphasis statements,
- projections of operating expenses, and
- projections of repair and restoration projects

The detailed projections of operating expenses in the Prospectus: Appendix comprise the "bottom-up" part of planning; that is, each Smithsonian organization estimates its resource requirements. The Prospectus: Appendix also presents the Institution's "top down" aggregate estimates of resource requirements in summary tables. Any differences between "top down" and "bottom up" projections reflect executive level adjustments to plans of individual organizational entities necessitated by the reality of resource constraints from an Institutional perspective.

The Office of Planning and Budget (OPB) prepares the Prospectus annually for review and approval by the Institution's Board of Regents. In addition, The Prospectus and its appendix complement the Institution's annual report, Smithsonian Year.





# Smithsonian Institution

## Growth in Operating Requirements

Fiscal years 1981 – 2000 in millions of dollars

	Federal Salary & Expenses	Unrestricted & Special Purpose Funds	Restricted Funds	Government Grants & Contracts	TOTAL
1981	\$122	\$98	\$6	\$14	\$240
1982	131	107	7	13	258
1983	147	115	9	13	284
1984	157	129	10	15	311
1985	164	155	10	16	345
1986	169	170	13	16	368
1987	189	188	17	16	410
1988	201	209	26	17	453
1989	211	220	30	21	482
1990	225	228	28	29	510
1991	258	245	31	40	574
1992	292	250	24	36	602
1993	370	264	30	36	700
1994	388	277	31	37	733
1995	407	290	32	37	766
1996	428	302	33	38	801
1997	455	316	34	38	843
1998	481	333	34	39	887
1999	509	347	35	40	931
2000	538	362	36	41	977

SMITHSONIAN INSTITUTION

# Repair & Restoration of Buildings

Fiscal Years 1991–1996  
(Millions of Dollars)

## BY MAJOR CATEGORY

	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996
<b>Repair, Restoration &amp; Code Compliance</b>						
General Repairs	\$ 4.3	\$ 2.6	\$ 3.0	\$ 2.5	\$ 2.8	\$ 1.6
Facade, Roof & Terrace Repairs	3.8	3.6	10.3	1.9	2.8	2.2
Fire Detection & Suppression	0.9	1.6	0.4		0.2	
Access, Safety & Security	2.8	4.2	2.1	2.2	2.4	1.1
Utility System Repairs	4.5	5.0	1.4	3.8	1.5	0.7
Advanced Planning & Inspection	1.0	2.1	2.8	2.7	2.7	2.2
Subtotal	17.3	19.1	20.0	13.1	12.4	7.8
<b>Major Capital Renewal</b>	13.9	12.5	16.5	22.4	25.0	28.9
<b>TOTAL FOR R&amp;R</b>	<b>\$31.2</b>	<b>\$31.6</b>	<b>\$36.5</b>	<b>\$35.5</b>	<b>\$37.4</b>	<b>\$36.7</b>

## BY BUILDING

	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996
National Museum of American History	\$ 5.4	\$ 7.1	\$ 3.6	\$ 2.4	\$ 0.8	
National Museum of Natural History	10.2	6.6	13.0	14.1	13.1	13.1
Smithsonian Institution Building	0.8	0.1	0.3	1.1	0.2	4.2
Arts & Industries Building	0.4	0.5	0.7	8.0	7.6	7.7
American Art/Portrait Gallery	0.2	0.3		0.3	3.2	2.4
National Air & Space Museum	3.3	2.1	9.7	0.4	3.8	3.7
Renwick Gallery	0.3	0.7	0.3			
Freer Gallery of Art	1.7	2.2		0.2		
Silver Hill Facility	0.3	0.4	0.5	0.9	0.8	0.6
Environmental Research Center	0.1	0.4	1.3	0.3	0.6	0.2
Hirshorn Museum & Sculpture Garden	0.7	1.5			1.1	
Anacostia Museum	0.2		0.1	0.1	0.1	0.1
Smithsonian Tropical Research Institute	0.5	1.0	0.2	0.3	0.2	0.2
Smithsonian Astrophysical Observatory	0.5	0.7	0.6	0.5	0.4	0.3
Cooper-Hewitt Museum	3.0	1.3	0.4	0.8	0.1	0.1
Museum Support Center	0.2	0.8		0.6		0.1
National Museum of the American Indian		0.2	0.1	0.1	0.7	0.1
Miscellaneous	3.4	5.7	5.7	5.4	4.7	3.9
<b>TOTAL FOR R&amp;R</b>	<b>\$31.2</b>	<b>\$31.6</b>	<b>\$36.5</b>	<b>\$35.5</b>	<b>\$37.4</b>	<b>\$36.7</b>



# Long Range Construction Plan (Federal Appropriations for Scheduled Projects)

Fiscal Years 1991–2000\* (Millions of Dollars)

	FY 1991 – 2000 Cost	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
Air and Space Museum Extension <sup>1</sup>	\$213.0			\$ 8.0	\$ 99.0			\$ 6.0	\$100.0		
<i>American Indian Museum</i>											
Custom House Renovation <sup>2</sup>	\$ 7.4	\$ 6.0	\$ 1.4								
Suitland Collection Storage <sup>3</sup>	\$ 43.7	\$ 1.0		\$ 1.0	\$ 29.7	\$12.0					
Mall Museum Building <sup>4</sup>	\$ 70.0	\$ 0.4	\$ 1.0	\$ 6.4		\$52.2	\$10.0				
<i>Subtotal American Indian</i>	\$121.1	\$ 7.4	\$ 2.4	\$ 7.4	\$ 29.7	\$12.0	\$52.2	\$10.0			
Suitland Collections Research Center <sup>3</sup>	\$187.0			\$ 0.5	\$ 4.5	\$56.0	\$13.0	\$50.0	\$ 10.0	\$ 3.0	\$50.0
General Post Office Building <sup>3</sup>	\$ 75.0		\$ 1.7	\$38.3					\$ 2.0	\$30.0	\$ 3.0
Natural History East Court In-fill <sup>5</sup>	\$ 30.0	\$ 1.5	\$15.0	\$13.5							
Tropical Research Institute	\$ 3.6	\$ 1.6		\$ 2.0							
Alterations & Modifications	\$ 63.3	\$ 4.0	\$ 5.0	\$ 7.5	\$ 7.9	\$ 7.8	\$ 7.1	\$ 6.0	\$ 6.0	\$ 6.0	\$ 6.0
Construction Planning	\$ 14.0	\$ 1.0	\$ 1.0	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5
<b>Scheduled Projects Grand Total</b>	<b>\$707.0</b>	<b>\$15.5</b>	<b>\$25.1</b>	<b>\$78.7</b>	<b>\$142.6</b>	<b>\$77.3</b>	<b>\$73.8</b>	<b>\$73.5</b>	<b>\$119.5</b>	<b>\$40.5</b>	<b>\$60.5</b>

\*Note: This table does not include planned National Zoological Park Construction and Improvements. Estimates are subject to revision as a result of timing associated with Smithsonian and Office of Management and Budget planning/budget cycles, and incorporation of more detailed planning information. This table also does not include the planned acquisition of an Administrative Service Center through lease purchase or similar means.

<sup>1</sup>The Institution will phase development in several increments requiring twenty or more years for completion. Fund raising and state contribution will provide an additional \$55 million for the initial phase.

<sup>2</sup>The Institution will generate additional funding of approximately \$16 million from other sources; \$1.7 million in FY 1992 S&E for furnishings.

<sup>3</sup>Very preliminary estimate.

<sup>4</sup>Very preliminary estimate. FY 1991 includes general planning of all facilities. Fund raising will provide an additional \$35.3 million for construction.

<sup>5</sup>The Institution requires this construction project to facilitate completion of the planned mechanical renovation project expected to cost approximately \$100 million.

# National Zoological Park — Rock Creek

## Construction and Improvements

(Federal Appropriations for Scheduled Projects)  
Fiscal Years 1991–2000 (Millions of Dollars)

	FY 1991 – 2000 Cost	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
Master Plan (Rock Creek)	\$ 1.0			\$ 1.0							
Olmsted Walk Landscaping											
Aquatic Exhibits	\$ 4.6										
Amazonia Gallery	\$ 14.1	\$3.0	\$1.6	\$ 6.9	\$ 7.2						
Aquatic Trail	\$ 14.4										
Parking Facility <sup>1</sup>	\$ 15.2			\$ 1.8	\$ 8.1	\$ 4.0	\$ 4.0	\$ 6.4			
Grassland & Forest Exhibits	\$ 0.3			\$ 0.3		\$ 5.3					
Loop Trail Graphics	\$ 2.0					\$ 2.0					
Children's Facility (Rabbitat)	\$ 3.3	\$0.3	\$3.0								
Hall of Humankind	\$ 0.3						\$ 0.3				
Master Plan (10 Year Update)	\$ 3.0						\$ 3.0				
Holt House	\$ 9.9						\$ 0.9	\$ 9.0			
Window on Life (Biological Center)	\$ 4.4							\$ 0.4	\$4.0		
Hall of Flight (Bird House)	\$ 4.9								\$0.4	\$4.5	
Reptile House											
World of the Very Small											
(including an Invertebrate Exhibit)	\$ 5.5									\$0.5	\$5.0
Harvard Street Bridge	\$ 2.0							\$ 0.2	\$1.8		
Blue Road (reconstruction)	\$ 1.1				\$ 0.1	\$ 1.0					
Water & Sewer Systems Upgrade	\$ 1.6									\$0.1	\$1.5
Electrical Distribution Upgrade	\$ 0.2										\$0.2
Rock Creek Renovations & Repairs	\$ 23.1	\$1.9	\$2.0	\$ 2.0	\$ 2.0	\$ 2.2	\$ 2.3	\$ 2.4	\$2.6	\$2.8	\$2.9
<b>Subtotal, Rock Creek</b>	<b>\$110.9</b>	<b>\$5.2</b>	<b>\$6.6</b>	<b>\$12.0</b>	<b>\$17.4</b>	<b>\$14.5</b>	<b>\$10.5</b>	<b>\$18.4</b>	<b>\$8.8</b>	<b>\$7.9</b>	<b>\$9.6</b>

<sup>1</sup>The Zoo estimates construction costs at \$19,400,000 (including design) with citizen participation, through parking revenues, contributing \$5,000,000.



# National Zoological Park — Front Royal

## Construction and Improvements

(Federal Appropriations for Scheduled Projects)  
Fiscal Years 1991–2000 (Millions of Dollars)

	FY 1991 – 2000 Cost	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
Development Plan (Front Royal)											
Water Systems & Hydrants	\$ 1.2	\$0.6									
Road Improvements/Extensions	\$ 1.3	\$0.1	\$ 1.2								
Maintenance Facility	\$ 1.0		\$ 1.0								
Multi-purpose Animal Facility	\$ 2.9		\$ 0.3	\$ 2.6							
Upgrade Utilities Distribution	\$ 0.5		\$ 0.5								
Rockhill Ungulate Facility											
Phase I	\$ 0.4		\$ 0.4								
Phase II	\$ 0.5							\$ 0.5			
Conservation Research Laboratory	\$ 2.2			\$ 0.2	\$ 2.0						
Administration Building	\$ 0.6			\$ 0.6							
Animal Quarantine Expansion	\$ 1.1			\$ 0.1	\$ 1.0			\$ 0.2	\$ 1.8		
Wildlife Training Center (renov.)	\$ 2.0								\$ 0.8		
Raptor Propagation Center	\$ 0.8								\$ 0.1	\$ 1.3	
Carnivore Facility	\$ 1.4										\$ 1.0
Tropical Large Mammal Facility	\$ 1.0										\$ 0.1
Visitor's Center	\$ 0.1										
Front Royal Renovations & Repairs	\$ 9.6	\$0.8	\$0.8	\$ 0.8	\$ 0.8	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.2	\$ 1.2
Subtotal, Front Royal	\$ 26.6	\$1.5	\$1.4	\$ 4.2	\$ 4.2	\$ 3.1	\$ 2.0	\$ 1.7	\$ 3.7	\$ 2.5	\$ 2.3
<b>TOTAL, ZOOLOGICAL PARK</b>	<b>\$137.5</b>	<b>\$6.7</b>	<b>\$8.0</b>	<b>\$16.2</b>	<b>\$21.6</b>	<b>\$17.6</b>	<b>\$12.5</b>	<b>\$20.1</b>	<b>\$12.5</b>	<b>\$10.4</b>	<b>\$11.9</b>





MUSEUMS, GALLERIES AND  
MAJOR COLLECTIONS ACTIVITIES

# ANACOSTIA MUSEUM

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	21	\$1,159	21	\$1,217	34	\$2,237	41	\$2,412	43	\$2,538	43	\$2,566
UNRESTRICTED & SPECIAL PURPOSE FUNDS	1	\$57	1	\$57	1	\$57	1	\$57	1	\$57	1	\$57
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	22	\$1,216	22	\$1,274	35	\$2,294	42	\$2,469	44	\$2,595	44	\$2,623
R&R & ALTERATION FUNDS		\$230		\$40		\$50		\$450		\$275		\$65

## MISSION

The Anacostia Museum (AM) is a community and national source of information on African – American history and culture. The Museum develops and presents exhibitions, scholarly and applied research, historical documentation and interpretive and educational programs to scholars and the general public.

## PROGRAM EMPHASIS FY 1992 – 96

AM will endeavor to educate the public about the rich history of African – Americans and increase awareness of the Anacostia Museum. The Museum also plans to develop model programs for collection and outreach programs; encourage and provide a forum for the work of emerging professionals, particularly minorities, who offer new approaches to museum work; encourage young minority students to investigate careers in museums; and develop strategies for qualitatively increasing the input from the community into museum programming.



# ARCHIVES OF AMERICAN ART

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	FT	EMPL	\$ 000	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES	23	\$1,177	23	\$1,254	\$1,482	27	\$1,482	\$1,527	28	\$1,573	29	\$1,617
UNRESTRICTED & SPECIAL PURPOSE FUNDS		\$98		\$98	\$134		\$134	\$134		\$134		\$134
RESTRICTED FUNDS	19	\$1,762	19	\$1,556	\$1,581	19	\$1,581	\$1,939	19	\$1,973	19	\$2,008
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	42	\$3,037	42	\$2,908	\$3,197	46	\$3,197	\$3,600	47	\$3,680	48	\$3,759

## MISSION

The Archives of American Art (AAA) is the world's largest repository of archival source materials relating to American visual arts. The Archives collects and preserves original documents, photographs, works of art on paper, and tape—recorded oral and video interviews pertinent to the history of American art. In addition to making these materials accessible to scholars, students, curators, and collectors, the Archives sponsors symposia, publications, lectures, and other programs for public audiences. The AAA has regional centers in New York, Boston, Detroit, San Francisco and Los Angeles.

## PROGRAM EMPHASIS FY 1992 – 96

AAA will improve management of and access to the Archives holdings. The Archives will strengthen its information program to educate the public and specialized audiences about the Archives and its resources, and will develop a plan that increases the visibility of its programs.

# ARTHUR M. SACKLER GALLERY AND FREER GALLERY OF ART

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	68	\$5,224	77	\$5,605	89	\$6,623	91	\$6,923	91	\$7,012	91	\$7,123
UNRESTRICTED & SPECIAL PURPOSE FUNDS	1	\$146	1	\$146	1	\$237	1	\$170	1	\$170	1	\$171
RESTRICTED FUNDS	42	\$3,283	44	\$3,683	45	\$3,762	45	\$3,736	45	\$3,736	45	\$3,836
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	111	\$8,653	122	\$9,434	135	\$10,622	137	\$10,829	137	\$10,918	137	\$11,130
R&R & ALTERATION FUNDS		\$1,840		\$3,085				\$525		\$275		\$250

## MISSION

The Arthur M. Sackler Gallery and the Freer Gallery of Art research, exhibit, acquire, care and manage collections of Asian art. In addition, the Freer collections contain American art by artists whose work was greatly influenced by Asian art. These two museums support complementary programs for public and scholarly audiences interested in the history and development of eastern art and the cultural heritage of Asia.

## PROGRAM EMPHASIS FY 1992-96

The Sackler Gallery plans to expand the education and publication program for adults and children to increase the understanding of the Asian world. In addition, the Gallery will seek to expand the curatorial staff, increase the collections acquisition program and establish an exchange program of scholars and conservators to promote research, collections management and conservation methods. The Freer Gallery, scheduled to reopen to the public in 1992, will concentrate efforts on caring for and preserving the Freer collection and the facility that houses and displays this collection. The Gallery is planning exhibits, outreach programs for the Asian community, and a training program in the Chinese Painting Conservation Studio.

COOPER – HEWITT, NATIONAL MUSEUM OF DESIGN

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	35	\$1,816	35	\$1,993	52	\$3,888	52	\$3,738	52	\$3,283	52	\$3,288
UNRESTRICTED & SPECIAL PURPOSE FUNDS	25	\$2,015	24	\$1,971	25	\$2,146	25	\$2,157	25	\$2,136	25	\$2,143
RESTRICTED FUNDS	1	\$450	1	\$266	1	\$299	1	\$452	1	\$448	1	\$424
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	61	\$4,281	60	\$4,230	78	\$6,333	78	\$6,347	78	\$5,867	78	\$5,855
R&R & ALTERATION FUNDS		\$3,365		\$1,570		\$355		\$785		\$800		\$155

## MISSION

The Cooper – Hewitt National Museum of Design (CHM), through its exhibitions, educational programs and research, explores both the processes and the products of design with the interested museum goer, professional, and graduate student. The design concerns of the Museum vary, including urban planning, architecture, industrial design, interior design, landscape design, textiles, fashion, theater arts, advertising, graphic arts, and crafts. The National Museum of Design encourages "good design," explains the design process, fosters the level of discussion in related fields, and facilitates dialogue between audience and designer.

## PROGRAM EMPHASIS FY 1992-96

CHM plans to identify, develop, and implement various interpretive programs and approaches in exhibitions, publications, performance arts, and lectures and symposia. The Museum will continue seeking ways to expand museum facilities through new construction and renovation of existing structures, and improve collections management with an off-site study and storage center and upgraded storage equipment. CHM also will endeavor to represent the Museum through an exhibition facility in Washington, D.C. In observance of the Institution's Columbus Quincentenary commemoration, the Museum will present an exhibition in the fall of 1992, "Global Image: the Process of Mapping," which looks at how maps document changing views of the world through the ages and how their design reflects changing technologies.



# HIRSHHORN MUSEUM AND SCULPTURE GARDEN

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	78	\$3,634	78	\$3,941	84	\$7,348	84	\$6,943	84	\$6,933	84	\$6,943
UNRESTRICTED & SPECIAL PURPOSE FUNDS		\$552	1	\$697	1	\$644	1	\$745	1	\$726	1	\$702
RESTRICTED FUNDS		\$1,625		\$1,220		\$1,295		\$1,395		\$1,485		\$1,550
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	78	\$5,811	79	\$5,858	85	\$9,287	85	\$9,083	85	\$9,144	85	\$9,195
R&R & ALTERATION FUNDS		\$660		\$1,550		\$160				\$1,270		\$10

## MISSION

The Hirshhorn Museum and Sculpture Garden (HMSG) develops public exhibitions, drawing from its own and other collections of modern and contemporary art. The Museum prepares catalogues relating to its exhibitions and collections, conducts research, and offers a variety of educational activities to the public.

## PROGRAM EMPHASIS FY 1992 – 96

HMSG seeks to strengthen management of the permanent collection of the Museum. In addition, HMSG plans to acquire works for the permanent collection; provide new educational material in the form of catalogues, video and slide programs; and increase computer usage in many of the daily operations of the Museum. In observance of the Columbus Quincentenary, the Museum will feature an exhibition titled "Four Latin American Pioneers of Modernism," that contains works by 20th century Latin American artists who have explored new frontiers of expression.

# MUSEUM SUPPORT CENTER

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	42	\$4,306	42	\$5,403	98	\$11,900	91	\$12,100	61	\$10,700	57	\$4,700
UNRESTRICTED & SPECIAL PURPOSE FUNDS												
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	42	\$4,306	42	\$5,403	98	\$11,900	91	\$12,100	61	\$10,700	57	\$4,700
R&R & ALTERATION FUNDS *		\$1,085		\$2,735		\$1,100		\$2,550		\$1,655		\$1,695

## MISSION

Located in Suitland, Maryland, the Museum Support Center (MSC), is a state-of-the-art facility for the care, conservation, and storage of many of the Institution's collections. The MSC houses the Conservation Analytical Laboratory and conservation and research laboratories for the National Museum of Natural History/Museum of Man and the National Museum of American History.

## PROGRAM EMPHASIS FY 1992 - 96

The Institution will continue to purchase and install storage equipment at the Center and work toward providing optimum conditions for the preservation and study of Smithsonian collections housed there. The Institution will transfer collections from overcrowded museum conditions to the center. Plans include strengthening operations by developing automated information services for facility management, administration, and collections accountability.

\* Includes Silver Hill Facility

# NATIONAL AIR AND SPACE MUSEUM

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	229	\$10,833	231	\$11,650	248	\$14,135	253	\$14,200	258	\$14,329	263	\$15,486
UNRESTRICTED & SPECIAL PURPOSE FUNDS	46	\$4,431	46	\$4,322	46	\$4,846	46	\$4,936	46	\$5,113	46	\$5,036
RESTRICTED FUNDS	2	\$4,937	2	\$2,734	2	\$2,845	2	\$4,372	2	\$4,329	1	\$4,074
GOVERNMENT GRANTS & CONTRACTS	1	\$379	1	\$307	1	\$277	1	\$313	1	\$233	1	\$236
TOTAL OPERATING FUNDS	278	\$20,580	280	\$19,013	297	\$22,103	302	\$23,821	307	\$24,004	311	\$24,832
R&R & ALTERATION FUNDS		\$3,460		\$2,100		\$9,875		\$505		\$4,390		\$3,700

## MISSION

The National Air and Space Museum (NASM) is the Smithsonian's international repository for artifacts and documentation related to aviation, space flight, and space science. Through its exhibitions, research, collections management, and education programs, NASM serves a wide public and scholarly community interested in the history and technological achievements of aviation and space flight. In addition to its Mall location, NASM maintains, preserves, and restores artifacts at the Paul E. Garber Preservation, Restoration, and Storage Facility in Suitland, Maryland.

## PROGRAM EMPHASIS FY 1992-96

NASM plans to improve its collections preservation program and provide quality housing for collections in storage. The Institution is planning an extension for these purposes at Dulles International Airport in Virginia. The Museum will strengthen information systems support for the Museum's object and archival collection that will permit the sharing of information by many users. NASM will increase the scope of its research in global environmental change, in Earth and planetary tectonics, and in astrophysics. In 1992, the Museum will present a major exhibition, "Where Next Columbus," as part of the Institution's Quincentenary commemoration. This exhibition will examine space exploration in the next 500 years, the solar system, and the social and scientific problems that are a part of extensive exploration.



# NATIONAL MUSEUM OF AFRICAN ART

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	FT	EMPL	\$ 000	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES	58	\$3,719	58	\$3,891	\$3,923	58	\$3,918	\$3,915	58	\$3,923		\$ 000
UNRESTRICTED & SPECIAL PURPOSE FUNDS	1	\$104	1	\$103	\$96	1	\$96	\$96	1	\$96	1	\$96
RESTRICTED FUNDS		\$47		\$32	\$32		\$60	\$20				\$30
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	59	\$3,870	59	\$4,026	\$4,051	59	\$4,074	\$4,031	59	\$4,049		

## MISSION

The National Museum of African Art (NMAfA) collects, researches, preserves, exhibits, and interprets the objects and the visual arts of the diverse cultures in Africa south of the Sahara. NMAfA also studies and exhibits the ancient and contemporary arts of the entire continent. The Museum cooperates and coordinates with other organizations whose purposes are complementary to illuminate further the art and cultures of Africa and enhance the visitor's experience and understanding.

## PROGRAM EMPHASIS FY 1992 – 96

NMAfA seeks to increase collections accessibility and assure prudent collections management by means of a planned cataloguing initiative compatible with the Institution's collections information system. In addition, the Museum will intensify the collection conservation treatment program, prioritized by severity of deterioration and medium, and will conduct a thorough and systematic audience evaluation, including demographic analysis, to educate and better serve visitors.

# NATIONAL MUSEUM OF AMERICAN ART

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	124	\$6,883	125	\$7,212	161	\$8,687	166	\$8,792	166	\$8,867	171	\$8,978
UNRESTRICTED & SPECIAL PURPOSE FUNDS	1	\$876	1	\$621	3	\$629	3	\$733	3	\$714	3	\$752
RESTRICTED FUNDS		\$1,019		\$605		\$543		\$942		\$1,466		\$1,015
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	125	\$8,778	126	\$8,438	164	\$9,859	169	\$10,467	169	\$11,047	174	\$10,745

## MISSION

The National Museum of American Art (NMAA) preserves, studies, and displays works of American art. Paintings, sculpture, graphic arts, and crafts — including photography and folk art — form the basis of its collections. The Museum reaches public and scholarly audiences through exhibitions, publications, research, and various educational programs. The Renwick Gallery, part of the National Museum of American Art, with similar programs focuses on American crafts and decorative arts. The Museum also maintains the Barney Studio House, a period home open for tours and interpretive programs.

## PROGRAM EMPHASIS FY 1992 — 96

NMAA will increase the Museum's visibility, locally and nationally, by strengthening education, outreach and information programs. In addition, NMAA plans to enhance research efforts and holdings in the area of 19th century American art, initiate visiting committees for curatorial departments and major exhibition proposals, and create a Minority Professional Apprenticeship Program. The Museum is organizing a major exhibition, "The West as America, 1820—1920," as part of the Institution's Columbus Quincentenary commemoration, which will address the themes in American art that illustrate the social and cultural changes resulting from interactions of European and indigenous American cultures during the 19th and 20th centuries.

# NATIONAL MUSEUM OF AMERICAN HISTORY

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	353	\$16,720	356	\$17,790	407	\$20,666	406	\$20,588	406	\$20,533	406	\$20,588
UNRESTRICTED & SPECIAL PURPOSE FUNDS	1	\$1,083	1	\$1,062	1	\$1,024	1	\$1,041	1	\$1,108	1	\$1,127
RESTRICTED FUNDS	2	\$1,387	2	\$1,394	2	\$1,483	2	\$2,049	2	\$1,988	2	\$1,964
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	356	\$19,190	359	\$20,246	410	\$23,173	409	\$23,678	409	\$23,629	409	\$23,679
R&R & ALTERATION FUNDS		\$5,850		\$7,100		\$4,380		\$3,560		\$1,965		\$1,375

## MISSION

The National Museum of American History (NMAH) is responsible for the National Collections that represent the political, cultural, scientific, historical and technological development of the United States. The Museum devotes its resources to preserve the national heritage by improving and conserving its collections and interpreting these materials for the public and scholarly community. Through exhibitions, research, and educational programs, NMAH presents the unique cultural and scientific heritage of the United States to visitors and other national audiences.

## PROGRAM EMPHASIS FY 1992 --96

NMAH seeks to improve research resources by adding collection catalogues, sustaining scholarly journals, and by raising funds to expand research for new exhibits and public programs. In addition, NMAH plans to establish a long-term program for on-going preservation, conservation, and controlled growth of collections; provide adequate conservation facilities; improve interpretation and visitor services; and attract new minority audiences and national audiences for all NMAH public programs. As part of the Institution's Columbus Quincentenary commemoration, the Museum will open an exhibition, "American Encounters," which focuses on encounters between indigenous, Spanish and Anglo-American cultures in New Mexico.



# NATIONAL MUSEUM OF THE AMERICAN INDIAN

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	91	\$7,142	155	\$13,962	179	\$13,245	183	\$16,448	179	\$18,306	180	\$21,354
UNRESTRICTED & SPECIAL PURPOSE FUNDS			1	\$150	1	\$160	1	\$170	1	\$180	1	\$190
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	91	\$7,142	156	\$14,112	180	\$13,405	184	\$16,618	180	\$18,486	181	\$21,544
R&R & ALTERATION FUNDS		\$0		\$215		\$85		\$50		\$705		\$75

## MISSION

The recently established National Museum of the American Indian (NMAI) is dedicated to a full range of museum programs demonstrating historic and contemporary contributions of Native American cultures of the Western Hemisphere. The Institution is planning inaugural programs for the phased opening of the Museum's facilities in New York City and Washington, D.C. in the mid to late 1990's. NMAI facilities include a building on the Mall east of the National Air and Space Museum; an exhibition and education extension in renovated space of the Old United States Custom House in New York City; and a collection, study, and conservation facility adjacent to the Museum Support Center in Suitland, Maryland.

## PROGRAM EMPHASIS FY 1992 - 96

The establishment of the National Museum of the American Indian provides the Institution a significant and new vehicle of communication with American Indian people and the general public through the availability of the Museum's collections, research opportunities, and public and outreach programs. The NMAI will inspire an increase in the study of Native American cultures and a range of new ideas for exhibition, research and insight into historic and contemporary Indian contributions to the development of the Western Hemisphere.

# NATIONAL MUSEUM OF NATURAL HISTORY

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	614	\$30,784	624	\$33,844	697	\$43,934	711	\$44,374	709	\$44,253	709	\$44,413
UNRESTRICTED & SPECIAL PURPOSE FUNDS	4	\$1,153	4	\$1,624	7	\$1,784	9	\$1,729	8	\$1,735	9	\$1,735
RESTRICTED FUNDS		\$10,191		\$6,758		\$13,132		\$7,882		\$9,831		\$10,602
GOVERNMENT GRANTS & CONTRACTS	18	\$853	18	\$848	18	\$869	18	\$899	18	\$923	18	\$952
TOTAL OPERATING FUNDS	636	\$42,981	646	\$43,074	722	\$59,719	738	\$54,884	735	\$56,742	736	\$57,702
R&R & ALTERATION FUNDS		\$10,615		\$6,725		\$13,690		\$14,720		\$13,800		\$14,040

## MISSION

The National Museum of Natural History/Museum of Man (NMNH) houses the world's largest and most valuable assemblage of natural history specimens and human artifacts. The Museum's principal responsibility is the acquisition, conservation, study, and display of the collections. Through its research, exhibits, and education programs, the Museum adds to and disseminates knowledge about the planet's natural and cultural diversity to interested visitors and research organizations. The Museum's scholars conduct research on living and fossil animals, plants, rocks, minerals, and meteorites. Their studies of evolutionary relationships shed light on historical and emerging cultural, physical, and biological changes on the planet.

## PROGRAM EMPHASIS FY 1992 – 96

NMNH seeks to understand and interpret the cultural history and diversity of the world, with special emphasis on the many facets of the nation's social, ethnic, and cultural composition. The Museum plans to advance scientific knowledge and public understanding of the biological and physical processes influencing and resulting from global change environment. In addition, NMNH plans to continue refurbishment and modernization of its exhibition halls. A major exhibition "Seeds of Change" will open in 1992 as part of the Institution's commemoration of the Columbus Quincentenary. This exhibit will examine plant, animal and disease exchanges that occurred between the Old and New Worlds transforming the landscape of the Americas.

# NATIONAL PORTRAIT GALLERY

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	FT	EMPL	\$ 000	FT	EMPL	\$ 000	FT
FEDERAL SALARY & EXPENSES	89	\$4,421	90	\$4,748	\$5,177	98	\$5,001	\$4,975	98	\$4,998	\$120	\$986
UNRESTRICTED & SPECIAL PURPOSE FUNDS		\$103		\$118	\$115		\$110	\$120		\$990		
RESTRICTED FUNDS		\$802		\$562	\$575		\$1,094					
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	89	\$5,326	90	\$5,428	\$5,867	98	\$6,205	\$6,085	98	\$6,104		

## MISSION

The National Portrait Gallery (NPG) is dedicated to the collection, preservation, exhibition, and study of portraits of people who have made significant contributions to American history and to the study of the artists who created such portraiture. The Gallery sponsors a variety of scholarly and public activities for audiences interested in American art.

## PROGRAM EMPHASIS FY 1992-96

NPG plans to make better use of space in the Patent Office Building to accommodate exhibition and education offices, to support public programs and to reinstall the permanent collections. NPG will enhance exhibition and research programs by expanding ethnic groups and the variety of professions represented; improve computer services and in-house computer capabilities for desktop publishing, collections management and administrative services; reconfigure permanent and archival collection files; and improve interior and exterior signage.



BASIC RESEARCH CENTERS  
AND  
CENTRAL RESEARCH SERVICES

# CONSERVATION ANALYTICAL LABORATORY

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	EMPL	FT	EMPL	\$ 000	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES												
UNRESTRICTED & SPECIAL PURPOSE FUNDS	42	\$2,658	42	\$2,780	\$3,148	44	\$3,148	45	\$3,226	45		\$3,233
RESTRICTED FUNDS		\$25		\$25	\$25		\$25		\$25			\$25
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS												

## MISSION

The Conservation Analytical Laboratory (CAL) is the Smithsonian's specialized research establishment for the technical study, analysis, preservation, and conservation of objects of artistic, scientific, cultural, and historical importance. CAL staff conduct a conservation training program that includes basic and advanced instruction, support and organize workshops and seminars, disseminate the latest knowledge in the field of conservation research to museums and research professionals throughout the United States and the world, and provide technical and scientific support to the conservation efforts of Smithsonian museums.

## PROGRAM EMPHASIS FY 1992 - 96

CAL will continue to apply the knowledge gained from scientific research to the treatment of objects. CAL plans to expand and enhance analytical and technological services in collaborative research with anthropologists and art historians. In addition, CAL will develop a resource center on the history and technology of modern materials, information on chemical ageing and degradation processes, and recommendations for the treatment of objects.

# NATIONAL ZOOLOGICAL PARK

OPERATING FUNDS AND REPAIR & RESTORATION (R&R) FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	361	\$15,812	361	\$16,825	399	\$19,148	407	\$19,453	410	\$19,502	415	\$19,807
UNRESTRICTED & SPECIAL PURPOSE FUNDS	5	\$936	5	\$973	5	\$3,488	5	\$3,561	5	\$1,673	5	\$1,367
RESTRICTED FUNDS		\$583		\$681		\$692		\$1,244		\$1,253		\$1,352
GOVERNMENT GRANTS & CONTRACTS		\$484		\$330		\$260		\$275		\$275		\$300
TOTAL OPERATING FUNDS	366	\$17,815	366	\$18,809	404	\$23,588	412	\$24,533	415	\$22,703	420	\$22,826
R&R FUNDS *		\$2,700		\$2,800		\$2,800		\$2,800		\$3,200		\$3,300

## MISSION

The Zoo (NZIP) exhibits the living collection, open to the public at Rock Creek Park in Washington, D.C. and maintains the Conservation and Research Center, a major conservation, animal breeding, and research facility in Front Royal, Virginia. Through programs in education, research, conservation, and animal health, NZP serves the public and specialized audiences and promotes understanding of animal adaptations and evolution and the interaction of wildlife with the environment. The Zoo is currently transforming the animals – only zoological park into a biological park which will combine living exhibits of plants and animals with museum – type exhibits of skeletons and fossils

## PROGRAM EMPHASIS FY 1992 – 96

NZIP will expand efforts to educate the public about biodiversity in a changing global environment through constructing new facilities and exhibits. NZP will maintain the present physical plant and modernize equipment for research, safety, and efficient operation. NZP will strengthen research in wildlife propagation and conservation biology, and expand international collaboration with other zoos. NZP will increase research into "test tube" fertilization of animal embryos and studies of molecular and population genetics. The NZP scientists will pursue, in collaboration with STRI and SERC, investigations of the recent alarming decline of migratory birds that breed in temperate forests but winter in tropical forests.

\* Includes NZP Rock Creek Park and Front Royal Conservation Center Repair & Restoration funds only.



# SMITHSONIAN ASTROPHYSICAL OBSERVATORY

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	118	\$12,040	130	\$13,649	192	\$19,580	198	\$20,101	206	\$20,479	209	\$21,379
UNRESTRICTED & SPECIAL PURPOSE FUNDS	99	\$9,958	107	\$10,043	107	\$10,461	107	\$10,939	107	\$11,543	107	\$12,074
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS	141	\$35,468	155	\$33,181	146	\$33,124	145	\$34,142	153	\$34,184	172	\$34,736
TOTAL OPERATING FUNDS	358	\$57,466	392	\$56,873	445	\$63,165	450	\$65,182	466	\$66,206	488	\$68,189
R&R & ALTERATION FUNDS		\$570		\$1,335		\$1,015		\$1,120		\$425		\$1,135

## MISSION

The Smithsonian Astrophysical Observatory (SAO) conducts basic research in astronomy and astrophysics and communicates this information to various scientific and other audiences through publications, teaching, and public presentations. SAO conducts its varied scientific programs in conjunction with the Harvard College Observatory; together the two Observatories form the Center for Astrophysics in Cambridge, Massachusetts.

## PROGRAM EMPHASIS FY 92 -96

The development of two important major scientific instrumentation projects is underway. These are the submillimeter wavelength telescope array and the conversion of the multiple mirror telescope to a single 6.5 meter diameter mirror. The latter is a joint project with the University of Arizona. SAO will explore alternatives for the siting and development of the submillimeter array. SAO will continue to develop research in theoretical topics and plans added technical support for all programs. At the Whipple Observatory on Mt. Hopkins Arizona, SAO will complete construction of the new base camp and develop associated visitor and research support activities.

# MAJOR SCIENTIFIC INSTRUMENTATION

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES		\$4,882		\$8,119		\$10,594		\$9,496		\$7,031		\$6,458
UNRESTRICTED & SPECIAL PURPOSE FUNDS												
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
<b>TOTAL OPERATING FUNDS</b>	<b>0</b>	<b>\$4,882</b>	<b>0</b>	<b>\$8,119</b>	<b>0</b>	<b>\$10,594</b>	<b>0</b>	<b>\$9,496</b>	<b>0</b>	<b>\$7,031</b>	<b>0</b>	<b>\$6,458</b>

## MISSION

This program is dedicated to the development of specialized major scientific instrumentation, which enables Smithsonian scientists to remain at the forefront of their fields.

## PROGRAM EMPHASIS FY 1992 – 96

Current work encompasses a submillimeter wavelength telescope array, to allow astronomers to observe the largely unexplored part of electromagnetic spectrum that lies between audio and infrared waves, and a 6.5 meter diameter mirror to convert the multiple – mirror telescope, atop Mount Hopkins, Arizona, into a large single mirror telescope. This work will continue over the period.

# SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

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OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000	FT EMPL	\$ 000
FEDERAL SALARY & EXPENSES	41	\$2,143	45	\$2,979	59	\$3,526	67	\$3,753	68	\$3,776	70	\$3,882
UNRESTRICTED & SPECIAL PURPOSE FUNDS	2	\$190	2	\$190	2	\$201	2	\$201	2	\$201	2	\$201
RESTRICTED FUNDS		\$20		\$20		\$20		\$20		\$20		\$20
GOVERNMENT GRANTS & CONTRACTS		\$545		\$290		\$40						
TOTAL OPERATING FUNDS	43	\$2,898	47	\$3,479	61	\$3,787	69	\$3,974	70	\$3,997	72	\$4,103
R&R & ALTERATION FUNDS		\$480		\$500		\$2,180		\$505		\$1,050		\$495

## MISSION

The Smithsonian Environmental Research Center (SERC) performs basic scientific research on the ecology of coastal systems, including air, land and water questions particularly relevant to the Chesapeake Bay region. The Center is located on the Rhode River, a tidal river system of the Chesapeake Bay. Staff, visiting scientists, and students study land use, the movement of nutrients, the dynamics of plant and animal populations, and the overall health of the systems. SERC also conducts public tours and education activities for a variety of audiences.

## PROGRAM EMPHASIS FY 1992—96

SERC plans to augment its basic ecological and environmental science efforts by providing improved facilities, additional site locations, and other resources conducive to formulating and testing questions and hypotheses about the surrounding Bay region. SERC will continue to study man's impact on the Rhode River and compare findings from research studies elsewhere. SAO will enhance training, fellowship and internship programs and public awareness activities to support and promote SERC's global research efforts. SERC and STRI will continue to collaborate on studies comparing the responses of temperate forest and tropical forest trees to atmospheric and soil factors.



# SMITHSONIAN INSTITUTION ARCHIVES

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	FT	EMPL	\$ 000	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES	16	\$682	16	6	\$721	25	6	\$1,173	27	6	28	\$1,311
UNRESTRICTED & SPECIAL PURPOSE FUNDS	6	\$215	6	6	\$215	6	6	\$215	6	6	6	\$215
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	22	\$897	22		\$936	31		\$1,388	33			\$1,526

## MISSION

The Smithsonian Institution Archives (SIA) is the official repository of Institutional records and related historical documentation. SIA supports Smithsonian research, management, and planning; serves other scholarly research and public inquiries; and provides advice to archival programs inside and outside the Institution.

## PROGRAM EMPHASIS FY 1992 – 96

SIA will enhance records appraisal and disposition services for museums and offices by extending surveys and establishing disposition schedules. In addition, SIA will maintain reference services for researchers by providing appropriate materials. SIA will further automate information to utilize the data storage, retrieval, and manipulation capabilities of the Smithsonian Institution Bibliographic Information System (SIBIS).

# SMITHSONIAN INSTITUTION LIBRARIES

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	EMPL	FT	EMPL	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES	106	\$5,574	106	\$6,099	\$7,614	120	\$7,934	120	\$7,975	120	\$8,024	
UNRESTRICTED & SPECIAL PURPOSE FUNDS	11	\$419	12	\$576	\$636	12	\$636	12	\$636	12	\$636	
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
<b>TOTAL OPERATING FUNDS</b>	117	\$5,993	118	\$6,675	\$8,250	132	\$8,570	132	\$8,611	132	\$8,660	

## MISSION

The Smithsonian Institution Libraries (SIL) serves the Institution and the public by providing information resources and services to support research, curatorial, publication and administrative activities. SIL participates in the creation of a national bibliographic data base and programs for publications, exhibitions, and interlibrary loans. This national collection of more than one million volumes is available to Smithsonian and outside scholars through a system of 14 branch libraries. SIL participates in local, national, and international networks and cooperative activities which promote the sharing of information, access to recorded knowledge, and scholarly communication.

## PROGRAM EMPHASIS FY 1992 - 96

SIL will continue to enhance its collections, and strengthen programs to improve its ability to preserve various materials and collections. SIL also will pursue improvements to existing automated systems for access to collections by scholars and for information sharing and communication with other libraries. In 1992, the SIL will organize an exhibition, "Science in the Age of Columbus," as part of the Institution's Quincentenary commemoration.

# SMITHSONIAN TROPICAL RESEARCH INSTITUTE

OPERATING FUNDS AND REPAIR & RESTORATION (R&R), & ALTERATION FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	140	\$6,391	143	\$7,053	214	\$10,991	216	\$10,841	216	\$10,828	216	\$10,851
UNRESTRICTED & SPECIAL PURPOSE FUNDS	5	\$628	5	\$623	5	\$603	5	\$610	5	\$611	5	\$612
RESTRICTED FUNDS		\$1,044		\$2,045		\$1,052		\$1,455		\$1,362		\$1,365
GOVERNMENT GRANTS & CONTRACTS		\$859		\$365								
TOTAL OPERATING FUNDS	145	\$8,922	148	\$10,086	219	\$12,646	221	\$12,906	221	\$12,801	221	\$12,828
R&R & ALTERATION FUNDS		\$910		\$1,250		\$1,860		\$2,365		\$890		\$185

## MISSION

The Tropical Research Institute (STRI), with headquarters in Panama, conducts and supports research on the ecology, behavior and evolution of tropical organisms. Staff and visiting scientists' investigations encompass New and Old World tropics. A major focus of research includes viable alternatives to traditional agricultural and forest practices that contribute to deforestation of the world's tropics. STRI supports education and training in tropical biology through competitive fellowship and internship programs. STRI also fosters conservation in the tropics through its environmental education programs.

## PROGRAM EMPHASIS FY 1992-96

STRI plans to increase and strengthen research studies of biological processes affecting global environmental change. In addition, STRI expects to expand opportunities for joint scholarly appointments and fellowships, and to strengthen scientific collaboration with other major research institutions worldwide. STRI plans to enhance the quality of support services critical to conducting research in Panama and similar locales.





OTHER

# ADMINISTRATIVE SERVICES

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	EMPL	FT	EMPL	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES												
	343	\$19,943	358	\$26,804	430	\$41,127	437	\$41,481	439	\$40,320	440	\$40,931
UNRESTRICTED & SPECIAL PURPOSE FUNDS	196	\$15,003	196	\$15,972	196	\$16,889	196	\$17,043	197	\$17,325	197	\$17,483
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	539	\$34,946	554	\$42,776	626	\$58,016	633	\$58,524	636	\$57,645	637	\$58,414

## MISSION

Administrative Services of the Institution comprise the budget, accounting, personnel, information management and other professional and technical services required to support the Smithsonian's programs, and to assure that the Institution complies with policies of the Board of Regents and all appropriate laws and regulations, and to account fully for its actions.

## PROGRAM EMPHASIS FY 1992 - 96

The Institution is developing a new financial management and accounting system which will maintain the official financial records and provide accurate and timely reports regarding the status of institutional funds. The Institution will also implement a long-term systems plan which addresses computer capacity, communications, and application requirements in order to meet projected institutional needs. Through Administrative Services, Smithsonian will continue to invest in its human resources, improve the recruitment, training, and retention of a skilled work force, and further develop affirmative action goals.



# AWARDS PROGRAMS

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES												
UNRESTRICTED & SPECIAL PURPOSE FUNDS		\$12,040		\$8,613		\$9,073		\$9,833		\$11,153		\$11,688
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
<b>TOTAL OPERATING FUNDS</b>	0	\$12,040	0	\$8,613	0	\$9,073	0	\$9,833	0	\$11,153	0	\$11,688

## MISSION

The Institution has several centrally administered award funds that supplement funding for collections acquisition, scholarly research, fellowships, special exhibitions, and educational outreach. A competitive process awards these funds to scholars and Smithsonian organizations for purposes and projects that advance knowledge and understanding of the diverse fields of the arts, humanities, sciences and related issues of contemporary importance.

## PROGRAM EMPHASIS FY 1992-96

The Awards Programs will focus on proposals for multi-disciplinary research in global issues, temporary or permanent exhibitions that approach content displays in new and imaginative ways, and a wide range of educational outreach programs of benefit to the Institution in reaching new and diverse cultural audiences.

## BUSINESS ACTIVITIES

36

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	EMPL	FT	EMPL	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES												
UNRESTRICTED & SPECIAL PURPOSE FUNDS	362	\$53,963	364		\$53,514	369	376	\$57,960	378	\$60,706	383	\$63,525
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	362	\$53,963	364		\$53,514	369	376	\$57,960	378	\$60,706	383	\$63,525

### MISSION

The Business Management Office provides administrative oversight for the Museum Shops, Mail Order Division, Product Development and Licensing, and Concessions. These auxiliary activities extend the educational outreach of the Smithsonian Institution throughout the United States and around the world. Products selected for sale relate directly to the collections of the Institution's various museums and the National Zoo. Merchandise selected for sale is subject to rigorous standards of quality and value and provides the Institution with additional unrestricted resources for exhibitions, scholarly studies and collections acquisition.

### PROGRAM EMPHASIS FY 1992 - 96

The Business Activities will continue to educate the public about the diversity of the Smithsonian's collections by offering greater merchandise selection categorized by Smithsonian activity or special initiative. These businesses also plan to maintain their record of exemplary customer service, operational efficiencies and returns on investment.

# EXECUTIVE MANAGEMENT

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	77	\$4,844	79	\$4,944	97	\$6,229	97	\$6,289	97	\$6,296	97	\$6,319
UNRESTRICTED & SPECIAL PURPOSE FUNDS	51	\$5,236	49	\$6,352	51	\$6,189	51	\$5,599	52	\$5,673	52	\$5,111
RESTRICTED FUNDS		\$769		\$614		\$630		\$1,349		\$1,162		\$1,180
GOVERNMENT GRANTS & CONTRACTS	2	\$258	2	\$249	2	\$257	2	\$265	2	\$273	2	\$281
TOTAL OPERATING FUNDS	130	\$11,107	130	\$12,159	150	\$13,305	150	\$13,502	151	\$13,404	151	\$12,891

## MISSION

In 1846, Congress established the Institution and placed responsibilities for management with the Board of Regents. The Board appoints the Secretary, who in turn selects assistants for purposes of administering the Institution. The Under Secretary, the Assistant Secretaries, the General Counsel, and the Congressional Liaison advise and assist the Secretary in management and administrative matters, policy determination, legal and legislative concerns, financial issues, program and facilities planning, and oversight and performance of Smithsonian activities.

## PROGRAM EMPHASIS FY 1992 - 96

Executive Management will continue to provide leadership, guidance and policy direction to all Smithsonian organizations for essential institutional functions, including research, collections management, exhibitions, education programs and administrative support activities. Executive Management also will cultivate support for cooperative programs with national and international organizations, academic institutions and museums.



# FACILITIES SERVICES

38

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	1340	\$72,095	1341	\$76,308	1413	\$82,286	1427	\$82,763	1439	\$83,354	1461	\$84,355
UNRESTRICTED & SPECIAL PURPOSE FUNDS	23	\$2,354	23	\$2,374	23	\$2,392	23	\$2,417	23	\$2,426	23	\$2,426
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	1363	\$74,449	1364	\$78,682	1436	\$84,678	1450	\$85,180	1462	\$85,780	1484	\$86,781

## MISSION

Facility Management organizations provide security, horticultural services, architectural and engineering services, and facilities construction and building refurbishment support services to Smithsonian museums, art galleries and other facilities in the Washington metropolitan area, New York City, and several distant locations. These cooperating offices support the development, operation, maintenance, repair and improvement of the Smithsonian's physical plant, and provide technical consulting support and long-range facility construction and refurbishment studies.

## PROGRAM EMPHASIS FY 1992 - 96

The Facility Management organizations will improve services while keeping pace with the varying demands and constraints of new institutional initiatives. The Facility Management offices plan to take advantage of the latest technology in building and facilities management through increased attention to maintenance, replacement and automation of building operating systems, and expansion of information systems to provide timely and accurate data for control of building operating environments.

# INTERNATIONAL ACTIVITIES

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	13	\$981	13	\$1,044	29	\$2,604	29	\$2,579	31	\$2,829	31	\$2,882
UNRESTRICTED & SPECIAL PURPOSE FUNDS	10	\$798	11	\$859	11	\$1,039	11	\$1,044	11	\$1,049	11	\$1,049
RESTRICTED FUNDS												
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	23	\$1,779	24	\$1,903	40	\$3,643	40	\$3,623	42	\$3,878	42	\$3,931

## MISSION

International Activities consist of a diverse range of Smithsonian international programs through the work of several divisions: the International Gallery, Quincentenary Programs, International Relations, and Conference Services. The Smithsonian also supports international research programs, such as UNESCO's Man and the Biosphere Program and the Council of American Overseas Research Centers.

## PROGRAM EMPHASIS FY 1992 – 96

The Institution will continue to provide an international venue for exhibitions and other comprehensive programs on topics of international and global concern from various disciplinary and cultural perspectives, drawing upon research conducted by Smithsonian organizations and other international research centers. The Institution will complete the scheduling and presentation of Smithsonian Quincentenary activities and continue with the development of an institute of the Americas for the purpose of creating a permanent presence at the Smithsonian for the interchange of ideas and information on hemispheric issues.

# MEMBERSHIP ACTIVITIES

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	1	\$43	1	\$48	1	\$52	1	\$54	1	\$56	1	\$58
UNRESTRICTED & SPECIAL PURPOSE FUNDS	256	\$107,803	257	\$109,369	284	\$115,788	287	\$123,376	293	\$129,676	294	\$136,529
RESTRICTED FUNDS		\$374		\$429		\$431		\$1,036		\$841		\$1,046
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	257	\$108,220	258	\$109,846	285	\$116,271	288	\$124,466	294	\$130,573	295	\$137,633

## MISSION

Through Membership Activities the Smithsonian seeks private financial support to advance the goals and objectives of the Institution. The Office of Membership and Development is responsible for raising funds in support of institutional priorities and special projects and coordinates fund-raising efforts throughout the Institution. The Smithsonian National Associate Program (SNAP) and the Resident Associate Program (RAP) are self-supporting membership and public outreach arms of the Institution. SNAP and RAP provide educational opportunities and activities to Associates and the general public. Two of the most successful membership benefits and educational ventures of the Institution are the Smithsonian magazine and Smithsonian/Air and Space magazine. The Smithsonian magazine reports on cultural and scientific developments in today's world, drawing upon and complementing the Institution's permanent collections, exhibitions and research activities. The Smithsonian/Air and Space magazine explains the realm of human endeavor in flight and in exploration, science, and research within the atmosphere and beyond.

## PROGRAM EMPHASIS FY 1992-96

The Institution will extend and enhance Membership Activities available to associate members and the general public. Plans include developing an advisory board with national minority organizations to advise on programming that is representative of the nation's social, ethnic, and cultural representation.



# PUBLIC AWARENESS SERVICES

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	EMPL	FT	EMPL	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES	22	\$1,343	22	\$1,422	24	\$1,613	24	\$1,735	24	\$1,631	24	\$1,779
UNRESTRICTED & SPECIAL PURPOSE FUNDS	41	\$2,472	41	\$2,496	45	\$2,940	45	\$2,852	45	\$3,008	45	\$2,883
RESTRICTED FUNDS		\$222										
GOVERNMENT GRANTS & CONTRACTS												
TOTAL OPERATING FUNDS	63	\$4,037	63	\$3,918	69	\$4,553	69	\$4,587	69	\$4,639	69	\$4,662

## MISSION

The Visitor Information Center, the Office of Telecommunications, and the Office of Public Affairs disseminate information to the public about the Institution's research, exhibitions, public programs, and other activities through direct contact with the public and through newspapers, magazines, television, and radio.

## PROGRAM EMPHASIS FY 1992 – 96

The Institution will increase efforts to reach culturally diverse and specialized audiences with its public information services. In addition to offering foreign language brochures, the Visitor Information Center plans to expand the cultural diversity and foreign language capability of the volunteer staff. The Offices of Telecommunications and Public Affairs will assist Smithsonian organizations in developing and producing quality media and information programs for external distribution, with particular attention to programs reflecting cultural pluralism objectives and global environmental concerns.

# SMITHSONIAN INSTITUTION PRESS

42

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	EMPL	\$ 000	EMPL	FT	\$ 000	FT	EMPL	FT	EMPL
FEDERAL SALARY & EXPENSES												
UNRESTRICTED & SPECIAL PURPOSE FUNDS	29	\$1,397	29		\$1,482	32	32	\$1,710	32	32	33	\$1,765
RESTRICTED FUNDS	41	\$17,651	41		\$21,630	43	44	\$26,375	44	44	45	\$31,570
GOVERNMENT GRANTS & CONTRACTS		\$8			\$14							
TOTAL OPERATING FUNDS	70	\$19,056	70		\$23,126	75	76	\$28,085	76	76	78	\$33,335

## MISSION

A member of the Association of American University Presses since 1966, the Smithsonian Institution Press (SIP) edits, designs, produces, and distributes books, sound recordings, and other printed materials prepared by Smithsonian scientists, historians, and curators, as well as scholars from educational institutions around the world. Such materials also include research monographs, technical and scientific series, exhibition catalogues for Smithsonian museums, educational pamphlets, and informational leaflets. These offerings extend the Institution's research activities to libraries, museums, research institutions and interested members of the public throughout the United States and abroad.

## PROGRAM EMPHASIS FY 92-96

The Smithsonian Institution Press endeavors to strengthen the quality and distribution of its offerings with particular attention to the Institution's emphasis on cultural pluralism, environmental concerns and global change. To achieve this goal, SIP acquisition editors will work to sign more top authors through careful attention to author royalties and advances, and the marketing managers will work to improve the scope and effectiveness of the mailing lists and produce representation both nationally and internationally.

# SPECIAL PROGRAMS

OPERATING FUNDS	FY 1991		FY 1992		FY 1993		FY 1994		FY 1995		FY 1996	
	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000	FT	\$ 000
FEDERAL SALARY & EXPENSES	157	\$8,458	161	\$8,805	219	\$14,848	218	\$15,153	220	\$15,756	221	\$16,460
UNRESTRICTED & SPECIAL PURPOSE FUNDS	36	\$4,831	38	\$4,902	40	\$2,753	40	\$2,755	40	\$2,751	40	\$2,753
RESTRICTED FUNDS		\$2,013		\$1,487		\$1,331		\$1,742		\$1,441		\$1,542
GOVERNMENT GRANTS & CONTRACTS		\$894		\$875		\$900		\$900		\$950		\$1,000
TOTAL OPERATING FUNDS	193	\$16,196	199	\$16,069	259	\$19,832	258	\$20,550	260	\$20,898	261	\$21,755

## MISSION

The Institution is dedicated to the increased understanding of the physical, biological and cultural world and regions in which people live. Eleven Smithsonian organizations directly contribute to this mission by emphasizing and supporting the Institution as a learning resource and providing specialized expertise and service. These include: Fellowships and Grants, Museum Programs, Registrar, Exhibits Central, Interdisciplinary Studies, Elementary and Secondary Education, National Science Resources Center, Smithsonian Traveling Exhibition Services, Folklife Programs, American Studies and the International Environmental Science Program.

## PROGRAM EMPHASIS FY 1992 - 96

Through Special Programs the Institution will serve new audiences and respond to changing needs. The Institution will continue to support research by enhancing the fellowship program, refining opportunities for visiting students and distinguished and senior scholars and by fostering scholarly seminars, discussions and collaborative research efforts. In addition, the Smithsonian will improve and expand services to our diverse museum audiences through enhanced professional training and study opportunities in museum careers; development of education material and programs to improve the quality of teaching in the Nation's schools; and extend the availability of Smithsonian exhibitions to audiences that cannot see them first hand by visiting the National Mall. The Institution will reinforce its goal of improved management, care, and exhibition of the collections. Plans include ensuring that the Museum of the American Indian collections are accountable and accessible; and secure excellence in exhibition support operations through state-of-the-art production laboratories.





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# SMITHSONIAN INSTITUTION

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## Assistant Secretary for INSTITUTIONAL INITIATIVES.

### GENERAL COUNSEL.

### TREASURER.

Business Management Office  
 Concessions  
 Mail Order Division  
 Office of Product Licensing  
 Smithsonian Museum Shops  
 Office of Accounting and Financial Services  
 Office of Financial Management and Planning  
 Office of Risk Management  
 Office of Sponsored Projects

## Assistant Secretary for ADMINISTRATION.

Management Analysis Office  
 Office of Equal Opportunity  
 Office of Facilities Services  
 Office of Architectural History and Historic Preservation  
 Office of Design and Construction and Safety  
 Office of Environmental Management  
 Office of Plant Services  
 Office of Protection Services

Office of Information Resource Management  
 Office of Personnel Administration  
 Office of Planning and Budget  
 Office of Printing and Photographic Services  
 Office of Procurement and Property Management  
 Travel Services Office

## Assistant Secretary for RESEARCH.

International Environmental Science Program  
 Joseph Henry Papers  
 National Zoological Park  
 Office of American Studies  
 Office of Environmental Awareness  
 Office of Fellowships and Grants  
 Office of Interdisciplinary Studies  
 Office of Quincentenary Programs  
 Smithsonian Astrophysical Observatory  
 Smithsonian Environmental Research Center  
 Smithsonian Institution Archives  
 Smithsonian Institution Libraries  
 Smithsonian Tropical Research Institute

## Assistant Secretary for MUSEUMS.

Anacostia Museum  
 Archives of American Art  
 Arthur M. Sackler Gallery and Freer Gallery of Art  
 Conservation Analytical Laboratory  
 Cooper-Hewitt, National Museum of Design  
 Hirshhorn Museum and Sculpture Garden  
 International Gallery  
 National Air and Space Museum  
 National Museum of African Art  
 National Museum of American Art  
 Renwick Gallery  
 National Museum of American History  
 National Museum of the American Indian  
 National Museum of Natural History  
 National Museum of Man  
 Museum Support Center  
 National Portrait Gallery  
 Office of Exhibits Central  
 Office of Horticulture  
 Office of Institutional Studies  
 Office of Museum Programs  
 Office of the Registrar  
 Smithsonian Institution Traveling Exhibition Service

## Assistant Secretary for PUBLIC SERVICE.

National Science Resources Center  
 Office of Wider Audience Development  
 Office of Conference Services  
 Office of Elementary and Secondary Education  
 Office of Folklife Programs  
 Office of Public Affairs  
 Visitor Information and Associates' Reception Center

## Assistant Secretary for EXTERNAL AFFAIRS.

Office of Membership and Development  
 Smithsonian National Associate Program  
 Office of Congressional Liaison  
 Office of International Relations  
 Office of Special Events  
 Office of Telecommunications  
 Smithsonian Institution Press  
 Smithsonian Magazine  
 Air and Space Magazine  
 Smithsonian Resident Associate Program

• Secretary's Management Committee  
 •• The assistant secretaries for research and museums collaborate in the oversight of scholarly and presentational activities in these bureaus and offices







“ . . . for the increase  
and diffusion  
of knowledge . . . ”

**Smithsonian Institution**

**Five-Year Prospectus ♦ Fiscal Years 1992 – 1996**